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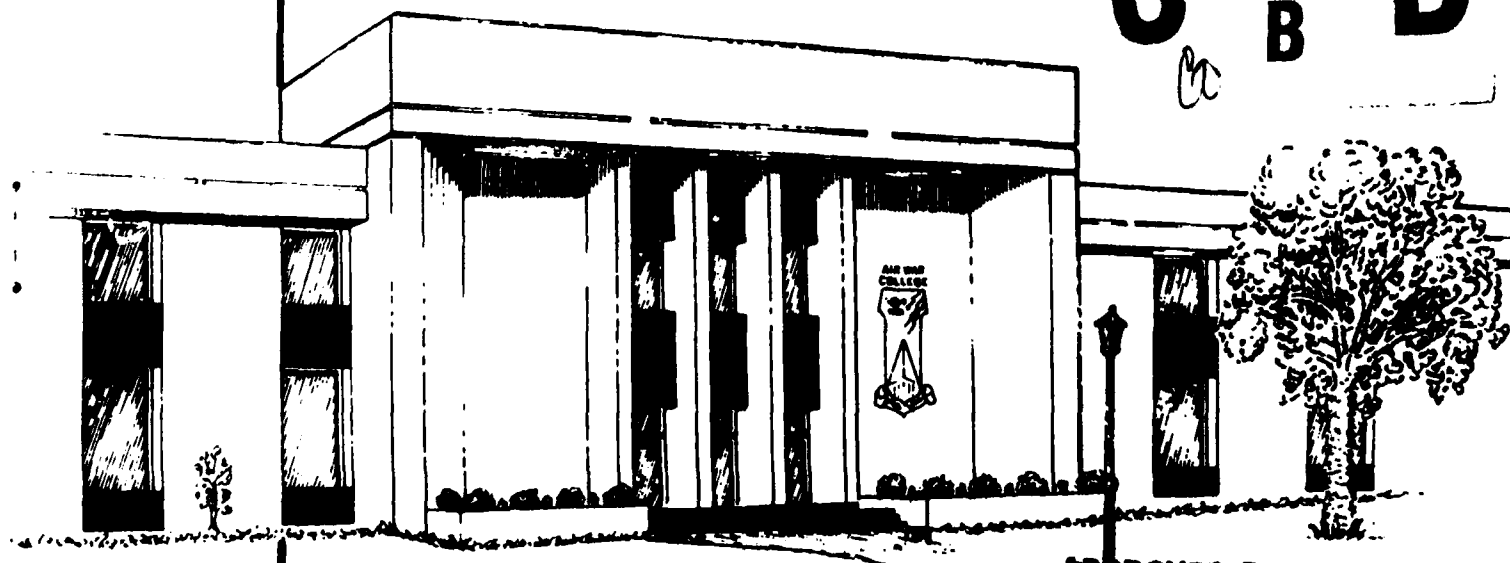
COMBAT VERSUS NONCOMBAT LEADERSHIP

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AIR UNIVERSITY
UNITED STATES AIR FORCE
MAXWELL AIR FORCE BASE, ALABAMA

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COMBAT VERSUS NONCOMBAT LEADERSHIP

by

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A DEFENSE ANALYTICAL STUDY SUBMITTED TO THE FACULTY
IN
FULFILLMENT OF THE CURRICULUM
REQUIREMENT

Advisor: Lieutenant Colonel Joe Stroud

MAXWELL AIR FORCE BASE, ALABAMA

April 1989

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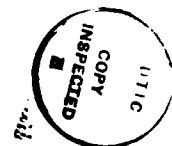
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EXECUTIVE SUMMARY

TITLE: Combat Versus Noncombat Leadership

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A discussion of the importance of leadership introduces the theme, is leadership in a noncombat environment significantly different from leadership in a combat environment? Following some traditional views of leadership, a fresh focus is applied to the comparison of leadership to management and to the question, are leaders born or made? Critical combat leadership characteristics are identified and discussed leading to the analysis of the functions of the leader in combat and noncombat environments. *111*



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BIOGRAPHICAL SKETCH

Lieutenant Colonel Donald H. Watt, Jr. (B.S., Southern Illinois University) has long been interested in the nature of leadership especially in the realm of combat. Lieutenant Colonel Watt is an Air Defense Artillery Officer with significant troop leading experience including battalion command. He is a graduate of the Defense Systems Management College, the Air Command and Staff College, class of 1981 and the Air War College class of 1989.

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CHAPTER I

INTRODUCTION

The most essential element of combat power is competent and confident leadership. Leadership provides purpose, direction, and motivation in combat. It is the leader who will determine the degree to which maneuver, firepower, and protection are maximized; who will ensure these elements are effectively balanced; and who will decide how to bring them to bear against the enemy. (13:13)

This excerpt from Army Field Manual 100-5 is representative of the myriad writings extolling the virtues of leadership relative to success in combat. As one reviews military history, a common denominator ultimately emerges among successful military operations. And that entity is leadership. Sun Tzu speaks of it, Clausewitz speaks of it, Bradley speaks of it; leadership transcends technological developments and innovations. Another excerpt from FM 100-5:

In the final analysis and once the force is engaged, superior combat power derives from courage and competence of soldiers, the excellence of their training, the capability of their equipment, the soundness of their combined arms doc-

trine, and above all the quality of their leadership. (13:14)

The eminence of leadership as a decisive element of combat operations has clearly withstood the test of time and certainly will not be challenged in this paper. However, the widely held notion that combat leadership is significantly different from leadership under noncombat conditions is open to debate and is the focus of this paper. We military professionals have traditionally viewed excellent leadership in combat almost as an art form and certainly in the exclusive domain of the military. But is this form of leadership really so unique? Aren't the tools and techniques good leaders employ in peacetime the same as those used in combat, albeit under different circumstances? Aren't the characteristics of successful managers that Tom Peters speaks of in In Search Of Excellence actually the same characteristics we find exhibited by successful combat leaders? This paper will focus on these and related issues through the exploration of this timely and stimulating topic. Is there really a difference between combat and noncombat leadership?

CHAPTER II

THE MANY FACES OF LEADERSHIP

Before tackling the primary analytical issue; combat VS noncombat leadership, it is important that a foundation be established to support further discussion and analysis. The perspective of this chapter is to provide a generic view of leadership followed by discussions on the relationship of management to leadership and how leadership is acquired.

What Is Leadership ?

Although this question is obviously rhetorical, potential answers could fill volumes. As a point of departure, a view of some of the thoughts of James McGregor Burns, who has written extensively on the subject of leadership is appropriate:

Leadership over human beings is exercised when persons with certain motives and purposes mobilize, in competition or conflict with others, institutional, political, psychological, and other resources so as to arouse, engage and satisfy the motives of followers. This is done in order to realize goals mutually held by both leaders and followers, as in

Lenin's calls for peace, bread and land. (9:221)

In his definition, Burns implies that leadership is based on a commonality of purpose shared by the leader and led in an

environment of competition. He goes on to clarify this concept:

I define leadership as leaders inducing followers to act for certain goals that represent the values and the motivations - the wants and the needs, the aspirations and expectations - of both leaders and followers. And the genius of leadership lies in the manner in which leaders see and act on their own and their followers' values and motivations. (9:223)

Burns further clarifies this concept of leadership by contrasting it with the exercise of raw power. In the exercise of raw power, leadership cannot occur because the dual aspect of the leader-led relationship is non-existent:

The essence of the leader-follower relation is the interaction of persons with different levels of motivation and of power potential, including skill, in pursuit of a common or at least joint purpose. (9:223)

The theme then of this initial view of leadership is that of a leader accomplishing mutually held goals through subordinates motivated to varying degrees by the notion of goal accomplishment in an environment of competition or conflict.

For another view of leadership, the following thoughts

of Field-Marshal Montgomery are reviewed:

I suggest to you as a definition of the word leadership: The will to dominate, together with the character which inspires confidence.

The measure of a man's ability to lead is, I think, two fold. (3:4)

Continuing, Montgomery described the two measures as first a dominant will and spirit and the ability to drive his followers and himself to the limit. Second, a strength of character, good or evil, sufficient to inspire the complete trust and confidence of followers and elicit their enthusiastic support. From the Montgomery perspective then, the essence of leadership is in the will of a strong leader. The leader's will and dominant spirit are reinforced by strong character.

Many more definitions of leadership could be provided. Suffice it to say that leadership is a process by which a person inspires and motivates followers to achieve mutually accepted goals. Before viewing leadership from the context of the combat environment, two important issues require discussion. The first issue is the relationship of management to leadership, and the second issue is the question of whether leadership is primarily art or science.

Leadership And Management

Proceeding on the journey toward analysis of the primary issue, a brief side trip is appropriate. That trip is

leadership as it relates to management. This discussion is necessary as it is impossible to adequately discuss leadership relative to any environment without a proper perspective of the relationship of management to leadership. Over the past twenty years, much has been said about this issue and written support for virtually every opinion is available - from management deals with things and leadership deals with people to management and leadership are one and the same. Much of the controversy, at least relative to the military, stems from the Vietnam era when Robert McNamara served as Secretary of Defense. In his article, Leadership: A Return To Basics, General Edward C. Meyer aptly describes the controversy:

Service parochialism and narrowness helped to spawn a revolution under Robert McNamara in the early 1960's which sought to rationalize inter-service resource demands by the adoption or adaptation of business oriented management techniques. The intent was that the Department of Defense could and should operate as effectively and efficiently as private enterprise.--- At no time did anyone say, "let's have an Army of managers - leaders are passe." However, once the system became firmly entrenched, its power and grasp implied to many that the newly arrived technocrat was an attractive alternative career model. Imperceptibly at first,

then with a rush, the traditional focus of leadership slipped for many into the abyss as increasing emphasis was placed on management and specialization. Excellence in its theories and principles became for many an alternative to leadership. (9:81)

General Myer's argument implying the practice of management is at the expense of good leadership is a common thread in the myriad writings on the topic. Management and leadership are treated as mutually exclusive concepts. This point is personified in the following quote:

The manager was seen as a person with practical responsibilities, who sees that problems are resolved in such a way that people at different levels of responsibility will contrive to contribute effectively to the organization. Managerial practice focuses on the decision making process rather than ultimate events, and managers themselves are typically hard working, intelligent, analytical, and tolerant of others. Individuals who are usually thought of as leaders, on the other hand - more dramatic in style and unpredictable in behavior - seem to dominate the swirl of power and politics with an authority that stems from personal magnetism and commitment to their own undertakings and destinies. (9:86)

Again, the manager and leader are separate and distinct.

Though accurate in one sense, this description is misleading in another. This dichotomy stems from different views or perspectives of the same general phenomenon. That phenomenon is essentially an issue of adaptation to an environment called bureaucracy. To better see this phenomenon, a view of a hard charging former battalion commander on his first assignment as a member of the Army Staff at the Pentagon is illustrative. The neophyte is immediately impressed by an apparent lack of standards and recognition of rank - the place is dirty, and everyone is on a first name basis. Senior officers are lined up at the copying machine and making coffee. Something is definitely wrong here. The new staff officer is performing tasks formerly handled by his driver and adjutant. He becomes frustrated. As he walks the halls staffing his first action, he senses a lack of interest and enthusiasm; each robot like review seems to focus more on territorial domain than on the virtues of the effort. He becomes more frustrated as he senses a total lack of direction and begins to question the dedication and direction of his leadership. Within six months, however, the new staff officer has adapted. He approaches the job rather pragmatically and even enjoys occasionally rubbing elbows with the "Big Guys" on the E ring. He has successfully adapted but remains frustrated to the day he leaves. Has the former battalian commander become less of a leader? No! On the contrary, he is better for the experience because through the ordeal he has greatly enhanced his management

skills. That's right, management skills! Those who argue that management and leadership are separate and distinct simply haven't thought through the problem.

Leadership and management are neither synonymous nor interchangeable. Clearly, good civilian managers must lead and good military leaders must manage. Both qualities are essential to success. (9:81)

The preceding thought is closer to the mark but still not completely correct. If one sharpens his focus on the true nature of leadership, he finds management is simply a subcomponent of leadership. It is unfortunate that semantically, the terms are similar. Leaders exist in all walks of life; the military, corporations, the clergy, the media, the boy scouts, social organizations - the list is endless. Each of these leaders performs many functions requiring numerous skills including: interpersonal, motivational, informational, disciplinary and managerial to name a few. Confusion arises when one attempts to explain leadership relative to a particular environment. Leadership in a bureaucracy is heavily dependent on managerial skills, but this is simply an adaptation to a particular environment. Just as the leader adapts to bureaucracy, as shall be seen later, the leader adapts to combat; in the latter environment, however, managerial skills remain essential but assume less overall importance.

Concluding this discussion of leadership and its sub-

component management, the adaptive nature of leadership becomes clear. It appears that a key characteristic of the successful leader is his ability to adapt his behavior to his environment.

Are Leaders Born Or Made?

Another important side trip on the analytical journey is the question of whether leaders are born or made, or more specifically, is leadership an art or a science? In his article entitled Leadership, General Matthew Ridgway aptly describes the issue:

I am struck by two diametrically opposite concepts. One conceives leadership as an exact science capable of being understood and practiced by anyone. -- An opposite concept holds that no amount of learning will make a man a leader unless he has the natural qualities for one. -- One concept treats leadership as a science; the other as an art.

(9:22)

The most frustrating aspect of an analytical investigation into the true nature of leadership is the lack of agreement among the recognized authorities. This was true in the discussion of leadership and management and is equally true in this section. A good place to start is with a survey of opinions.

The decisiveness of leadership was a quality a man could develop, in his opinion, but- - you can improve it only to an extent;

but you have to be born with a large measure
of it.

(7 :x)

Only a limited number of people combine the
necessary qualities of character, integrity,
intelligence and a willingness to work, which
leads to a knowledge of their profession, to
become successful leaders. These are God-
Given talents we inherit from our forebearers.

(7:x1)

I think you must be born with certain charac-
teristics, but it's more a case of what takes
place after you are born that decides whether
or not you are going to be a leader.

(7:x1)

Some leaders have an instinctive or intuitive
knowledge of human nature. These are the
natural leaders. To the others but two roads
to leadership are available: experience and
study.

(7:2)

There are many "born leaders," men who are
natural leaders of others. Look around you,
and you can easily pick them out.

(8:4)

I suppose men are born with traits that can be cultivated in the direction of leadership. But there is no doubt that leadership can be cultivated. (7:xii)

I think there are some men who have a better chance of developing into leaders. This is primarily because of their interest in the activities that lead to leadership. (7:xii)

As can be seen from the forgoing quotations by some of history's most respected combat commanders, there is a lack of unanimity on the born vs. made issue. A possible explanation for the divergence of opinion may be due to differences in perspective. If one's primary focus is on the motivating, inspiring, traditional "follow me" aspect of leadership, then the notion that leadership can be taught appears to be valid. The vast body of knowledge based on military experience strongly indicates that men can be taught to lead other men. This notion is obviously the cornerstone for the many formal military training institutions - a notion reinforced by years of success. Personalities may differ, styles may differ and overall effectiveness may differ, but leadership can be taught - at least one aspect of leadership can be taught. The caveat aspect in the previous sentence gets right to the heart of the problem.

Leadership appears to be a duality. It appears to have

two fairly distinct yet interrelated components which is what causes the observational difficulties. The two components are 1. the human factor that was referred to above as traditional leadership and 2. creative intelligence. This second component is quite elusive and appears to be the basis for much of the confusion. Here's how Liddell Hart viewed the component:

Creative intelligence is and always has been the supreme requirement in the commander...coupled with moral character...the best hope of tilting the scales and of overcoming the resistances inherent in conflict lies in originality - to provide something unexpected that will paralyze the opponent's freedom of action. (6:27)

Writing on the need for imagination, Clausewitz stated:

The commander in war must work in a medium which his eyes cannot see; which his best deductive powers cannot always fathom; and with which because of constant changes he can rarely become completely familiar. (11:108)

Napoleon described the special talent of creative intelligence or insight with the term Coup d'oeil. Field Marshall Montgomery demonstrated an appreciation for creative intelligence in explaining the basis for confidence of commanders in battle:

I think they got it from their ability to see their problem in the simplest form; to see the

few essentials necessary to the successful solution of the problem, and to see how those few essentials could be achieved. Once they had grasped the essentials of the problem, they never lost sight of them, and they never allowed a mass of detail to submerge what was essential to success. (3:10)

This elusive quality referred to as creative intelligence is indeed the root of the controversy. Where the human factor component of leadership can be taught, the creative intelligence component cannot. This point is readily apparent as one views the art of oil painting. One can be taught the mechanics of lighting, shadows, and perspective, but only the person with a God given talent can put it all together in a meaningful way. As one begins to view leadership as an entity consisting of two major distinct yet interrelated components with many subcomponents, the concept of leadership and its veil of confusion becomes more understandable.

Of the many sources of leadership thought reviewed during this study, the writings of Antony Jay in Management And Machiavelli best articulate the dual nature of leadership. Jay's reference to the yogi and the commissar explains the essence of the duality.

The yogi is the contemplative man, the thinker. You will probably find him in the research and development labs, or in the design or planning

office. Some of the best and most successful products can be traced back to his original ideas. But he cannot run anything - even his secretary ends up running him.---The commissar, on the other hand, is the man of action. Put him in charge of a sloppy department and he will sort it out in no time, keeping everyone up to the mark, make it work efficiently, and obey his orders on the double. He has never had an idea in his life, and is incapable of questioning the assumption on which his department or company is running.--- If there is an iceberg ahead he will run straight into it, because he cannot see beyond the deck rail of his ship or the edge of his chart. (1:113-114)

Jay hit the nail on the head. Leadership requires a combination of the yogi and the commissar. Effective leaders may vary in make-up, some more commissar, some more yogi. The relevance of each component as shall be seen in chapter four is dependent on the environment.

Good yogis and good commissars are not all that common. Obviously, therefore, the man who is a combination of both is rarer still. Nevertheless it is still vital to understand him, because although the spectacular conjunction of the brilliant original thinker with

the vigorous and decisive man of action may
not crop up more than once in a generation.

(1:114)

CHAPTER III

LEADERSHIP IN COMBAT

It is appropriate to now focus the discussion on the essential qualities of the combat leader. This effort is necessary as it will provide the conceptual basis for the comparison of combat and noncombat leadership.

Leadership is one of the most widely talked-about subjects and at the same time one of the most elusive and puzzling. - - That is to say, leadership for most people most of the time is a rather hazy, distant, and even confusing abstraction. Hence, thinking about or defining leadership is a kind of intellectual challenge in itself.

(9:192)

As this quote implies, discussions of leadership can become quite esoteric, but, if one is to rationally discuss leadership under combat conditions, one must endeavor to identify what constitutes leadership.

Successful leaders of troops all possess, to greater or less degree, certain definite qualities of leadership. Many of these qualities are likewise possessed by the men they lead. Furthermore, military leadership goes beyond merely personal qualities

into the realm of what things to do and how to do them. Thus it is impossible to draw a clear-cut line between the internal qualities of leadership and the extreme expression of those qualities through action. (4:4-5)

This excerpt from a 1942 Infantry Journal succinctly sums up the difficulty of discussing leadership and leadership qualities. It is often difficult to separate leadership and its components from expression and execution. Field- Marshal Montgomery was obviously aware of this problem as evidenced by the previous quote defining leadership in which he apparently found it difficult to discuss leadership without discussing the measure of man's ability to lead. Nevertheless, the focus now turns to a discussion of leadership qualities and characteristics.

As one researches the subject of combat leadership, one reality quickly emerges. The reality is that each author has articulated what he believes to be critical combat leadership characteristics. Listings range from as few as General Ridgway's three C's - Character, courage, and Competence to quite voluminous renderings. The characteristics presented in the following discussion are but a few of the possibilities, however, the listings of accepted authorities support the selection and the characteristics are clearly key to combat leadership.

Given that the combat environment is the realm of danger, a discussion of the characteristic courage is appropriate.

Courage

The leader therefore not only has to believe in his men and have that belief reciprocated; he has to be able to inspire them to risk their lives for some greater end which they may only very dimly perceive, and he has to have himself the courage to demand that they do so. It is of course in this particular that military leadership differs from other kinds. (9:17)

Courage is an essential ingredient in the execution of leadership responsibilities. Although essential in noncombat decision making, in combat the stakes are much higher. The leader must possess the personal courage to face death and the courage to demand others do the same.

Military history is littered with the names of great and good men who were not quite hard enough, and whose disinclination to get their men killed caused only more suffering in the long run. (9:17)

Following this quote James Stokesbury, a contemporary author of leadership topics, goes on to discuss the failings of a number of General officers including General McClellan of United States Civil War fame. In each case, the officer

possessed personal courage but was not up to the challenge of sacrificing his subordinates.

For another perspective of the essential relationship of courage to combat leadership, a review of the thinking of Field- Marshal Montgomery is appropriate:

No man can rise to high command who has not the quality of courage. The highest form of personal courage is required rather in the leader at the lower level - he who has to plunge into the turmoil of the battlefield. The leader at the higher level has to develop his courage into a mental robustness which can withstand the mental stress and strain with which he will be assailed. He must be able at all times to take a dispassionate view of the good and bad fortune which will assail him.

(3:13)

As was the case with James Stokesbury's quote, Field-Marshal Montgomery seems to recognize the dual aspects of courage: personal courage and courage relative to subordinates.

Since the antithesis of courage is fear and since fear is a key factor in combat, in order to fully appreciate courage, the focus now turns to fear. If the leader is to lead his organization to victory, he must overcome fear within himself, instill confidence in his troops, and

encourage them to follow him with minimal trepidation. How is this accomplished? To focus on this challenge, the discussion turns to the writings of an authority on the subject of soldiers in combat, S.L.A. Marshall. He speaks of the fright and paralysis that may occur on the battlefield and of the need for leaders to turn men back to essential tactical duties. General Marshall explained:

Control is a man-to-man force under fire.

No matter how lowly his rank, any man who controls himself contributes to the control of others. A private can steady a General as surely as a cat can look at a king. - - -

Fear is contagious, but courage is not less so. The courage of any one man reflects in some degree the courage of all of those who are within his vision.

(2:264)

Courage then is contagious and is the primary means of overcoming fear and the associated panic and paralysis that may occur. Even General Patton renowned for his courage and fatalistic attitude toward death clearly understood fear. On controlling fear, Patton explained:

I had the same experience every day, which is for the first half hour the palms of my hands sweat and I feel very depressed.

Then, if one hits near you, it seems to break the spell and you don't notice them

anymore.

(7:372)

Fear is a natural component of combat which must be controlled. This control begins with an inner peace within oneself. On the subject of winning the battle within yourself prior to combat, General Aubrey Newman wrote:

Resolution appears outwardly only when you have it inwardly. There is then no hesitation or vacillation when you face the reality - you will need only to decide: "What is the right thing for me to do now?"

(5:251)

Summing up the discussion of courage, it is obviously a key ingredient in the execution of combat leadership responsibilities. The leader's challenge is to develop and sustain both personal courage and the courage to place subordinates in life threatening situations. The key seems to be the ability to overcome fear within oneself and one's subordinates to ultimately accomplish the mission in the face of grave danger.

On the field there is no substitute for courage, no other binding influence toward unity of action. Troops will excuse almost any stupidity; excessive timidity is simply unforgiveable.

(12:74)

Character

From a young age we are taught the importance of character. In our schools and our churches it has been a

recurring theme. One currently hears that Americans have lost a measure of basic character and institutions of higher learning are now scrambling to restore long discarded courses such as ethics instruction. The discussion now turns to the subject of character as an essential element of leadership.

It is not unusual for those who have excelled in scholarship to dispise those who have excelled merely in sympathetic understanding of the human race. But in the military services, though there are niches for the pendant, character is at all times at least as vital as intellect, and the main rewards go to him who can make other men feel toughened as well as elevated.

Quiet resolution.

The hardihood to take risks.

The will to take full responsibility for decision.

The readiness to share its rewards with subordinates.

An equal readiness to take the blame when things go adversely.

The nerve to survive storm and disappointment and to face toward each new day with the scoresheet wiped clean, neither dwelling on one's successes nor

accepting discouragement from one's
failures.

In these things lies a great part of the
essence of leadership, for they are the con-
stituents of that kind of moral courage that has
enabled one man to draw many others to him in
any age. (12:70)

This quote from the writings of S.L.A. Marshall seems to
capture the real nature of character. As one surveys the
opinions of past leaders on the importance of character, it
quickly becomes apparent that character is indeed the essence
of leadership. In the words of General Matthew Ridgway,

Character is the bedrock on which the whole
edifice of leadership rests. It is the
prime element for which every profession,
every corporation, every industry searches
in evaluating a member of its organization. (9:23)

As mentioned earlier, Field Marshall Montgomery
understood the relationship between character and leadership
and he firmly believed a key component of character is a sense
of religious truth as expressed in the following quote.

He must always keep his finger on the
spiritual pulse of his armies, and he must
be very sure that the spiritual purpose
which inspires them is right and true, and
is clearly expounded to one and all. Unless

he does this he can expect no lasting success. (3:24)

Character then is clearly an indispensable component of leadership. It is the quality in a leader that inspires confidence and trust. Character is essential in combat leadership because without it there would be no willing followers. When character is viewed from a combat perspective, it takes on a special significance. In combat, the subordinate places his life literally in the hands of his leader. This ultimate pact requires the highest level of trust possible. How does a leader cultivate such a level of trust in a subordinate? He cultivates it primarily through the consistent demonstration that he is of the highest character.

Men do not want to trust their lives or reputations to leaders whom they consider unqualified. A person with a low, weak, immoral or vacillating type of character may have a brilliant mind; but this won't make them leaders. --Good character is necessary to gain respect, and respect is a requirement for leadership, particularly for the long run. When a commander has the respect of his subordinates they will emulate his actions, habits, mannerisms and dress. It can almost be said that personnel will react in direct ratio to the character of their commander, whether good or bad. (7:347)

Summing up the quality character, it is probably the single most important component of leadership. Character is the inner strength that wells up from the good leader and binds his subordinates to him. Character is the quality of the subordinate that when combined with courage, enables him to accomplish the ultimate sacrifice - to lay down his life for his country.

Courage and character are indeed the soul of combat leadership. In the final analysis, a leader may lack many important attributes but without the critical combination of courage and character, he cannot lead.

CHAPTER IV

ANALYSIS

Having discussed the practice of leadership and the essential characteristics of the combat leader, the focus now turns briefly to the subject of the combat environment. A portrayal of the combat environment is the final step before analyzing the concept of leadership in the combat and noncombat environment.

The popular view of combat is probably more a function of books and movies than reality. Images of valor, heroics and patriotism conjure up romantic views of war that are not substantiated by actual participants. This idealistic view of combat stems, in large measure, from man's inability to accept the true nature of war. The action of war is characterized by lofty rhetoric to sublimate it's unnatural barbaric character; when considering modern evolved cultured man as opposed to prehistoric man. To ask one's self or another individual to kill or die flies in the face of all the tenets of modern civilization and religion. In reality, attitudes change predictibly and drastically in combat from the shining idealism and belief in one's cause at the beginning of extended combat to the fatigued "when will it end" mentality. That attitude develops early and ends in acts of desperation that, many times, have been characterized as acts of great leaders. How a man will finally act when faced with the killing and the dying

will depend on the mental convergence and conflicts in his own mind of all the "stuff" of his life up to that point.

In addition to the mental trauma brought about by the realization of the true nature of combat is the complexity of the environment.

Action in war is like movement in a resistant element. Just as the simplest and most natural of movements, walking, cannot easily be performed in water, so in war it is difficult for normal efforts to achieve even moderate results. (10:120)

In war, everything suddenly becomes difficult. Communications and logistics break down, normally accurate intelligence data becomes sketchy at best, and man begins to revert to his basic nature, habits, and training. Uncertainty, inaccuracy, and rumor gradually take hold as the fog of battle creeps in. Combat is ultimately the combination of the robust yet frail nature of man with an atmosphere of uncertainty, danger, and death.

Combat covers an extremely wide expanse, from high diplomacy to the simple act of killing, and it is with the latter (killing) that combat discussions usually focus. But what of the nonkilling combat, and noncombat leadership, how is it different? In the previous chapter two critical combat leadership characteristics, courage and character, were discussed: are they important in noncombat leadership? The

following analysis will answer these questions by focusing on the essential functions of the leader under both combat and noncombat conditions and tie in the critical characteristics of courage and character. The essential functions are decision, motivation, care for subordinates, resource allocation, and vision. These four functions were selected as they represent the primary focus of a leader executing his responsibilities. The four functions will serve as a vehicle to compare and contrast leadership under combat and noncombat conditions.

Analysis

Decision-making- Decisions can be quite difficult for a leader in a noncombat environment and next to impossible in combat. Decision making can be difficult due to the risk factor inherent in the decision. In a noncombat environment, the leader evaluates potential courses of action in terms of available data and selected measures of merit and from the possibilities, selects the best course of action. If the decision is incorrect, the firm may suffer financial damage, people may lose their jobs, or worse case, a firm may go out of business. In combat, the decision making process seems the same but the level of difficulty is far higher. Due to the fog and friction of combat, essential decision making data may be inaccurate or unavailable. Such uncertainty is compounded by the potential consequences of an incorrect decision - the unnecessary loss of lives and resources. The leader must quickly weigh alternatives and consequences and render a

decision, sometimes based on nothing more than intuition, experience and guts. No decision is simply not an option. Another aspect of decision making is personal risk. A leader may arrive at decision points that are career threatening or even life threatening, but the decision must be made. It may require a leader actually refusing to execute a mission due to unacceptable consequences inherent in the execution.

Decision making is one of the toughest leadership functions. It requires the courage to stand tall in the face of all consequences and the character to adhere steadfastly to ones convictions.

Motivation- Another important function of a leader is motivation. Every leader takes pride in an outstanding organization that is widely recognized for high level of motivation. Whether a sales force or combat infantry unit, the indications of a motivated team are the same; subordinates show vast amounts of pride, initiative, and love for their work, team and organization. In noncombat the process is fairly straight forward. The leader focuses his energy and the energy of his organization on successful operations which become a self fulfilling prophecy begetting more success as people begin to personally identify with the goals and objectives of the organization. In combat the motivation process seems similar albeit more difficult. The difficulty arises from the reality of combat discussed earlier. As the idealistic vision of war begins to fade, the troops become more difficult to motivate and

morale begins to decline. To motivate subordinates in combat, the leader must become more visible. He is under constant scrutiny by his subordinates always vigilant for the slightest fissure in his confidence or demeanor. General Patton provides an interesting insight into this process in describing an anecdote from the 1942 invasion of Africa:

By remaining on the beach and personally helping to push off the boats and not taking cover when enemy planes flew over, I believe I had considerable influence in quieting the nerves of troops and making the initial landing a success. I stayed on the beach for eighteen hours, and I was wet over all of that time.

People say that Army commanders should not indulge in such practices. My theory is that an Army commander does whatever is necessary to accomplish his mission, and that nearly 80 per cent of his mission is to arouse the morale in his men.

(5:267)

Subordinates love audacity and courage in their leader in both combat and noncombat. Clearly the challenges of keeping troops motivated in combat are significant but the resourceful leader is always up for the challenge. Armed with the personal courage to subject himself to the same dangers facing his subordinates and a visible strength of character, the leader can motivate his followers to the highest levels of accomplishment,

even in the face of certain death.

Care for subordinates- The Army refers to this concept through the term soldier care. The leader-subordinate relationship is a two way street. The subordinate renders his loyalty and the fruits of his labor to his leader and, in turn, the leader compensates him in numerous ways. Among the leader's responsibilities are providing a challenging and rewarding job, fostering a quality lifestyle, upward mobility and reasonable compensation. In combat, the leader's responsibility to his subordinates assumes a high level of importance. The leader in combat is not only responsible for the quality of his subordinates lives but for the continuation of their lives. The care the leader has lavished on his subordinates in peacetime begins to payoff in combat. The subordinates confidence, competence, physical condition, spirit, habits all come to the forefront in combat. If the leader has persevered in peacetime by insisting on the highest standards in training and educating his organization; he will be repaid richly in combat through minimal loss of life and superior mission performance. When combat begins, the leader's relationship with his subordinates takes on a new dimension. A special sensitivity, a sense of caring not present in peacetime begins to emerge. As the leader looks into the eyes of his subordinates, a nonverbal dialogue occurs. If the leader has properly prepared his subordinate for the challenge, he needn't divert his stare.

Care for subordinates is essential in any endeavor, combat

or noncombat. It assumes special significance in combat since a measure of the leader's care is evidenced by his subordinate's accomplishment and survival. As in all leadership functions, courage and character are critical. In noncombat, the leader's character determines the emphasis and strength of much of his subordinates' training and conditioning. His courage determines the completeness of the job - his determination to keep his unit focused. In combat the leader's combination of courage and character enable him to reach down deep within himself and make the "hard calls". Unlike General McLellan, in spite of a deep love for his subordinates, the real leader must send them to their death when necessary.

Allocation of resources- A primary function of any leader regardless of environment is the allocation of resources; human, material, and financial. This is a prime example of a leader executing the management component of a leadership function. In a noncombat environment, the leader evaluates the adequacy of his available resources relative to projected needs. Resources are then allocated on the basis of greatest return per resource invested. As with the other leadership functions previously discussed, the process appears the same in combat, but the level of difficulty is much greater. In combat, resources are expended quickly and unforeseen shortages significantly complicate the leader's allocation process. A misallocation of resources could result in devastating consequences. The combat leader must rely on the advice of

his staff, but ultimately, he must rely on his own instincts to allocate the scarce resource. The leader must possess significant courage to make the "hard calls" in the process. He must be prepared to resupply units while denying others resupply based on anticipated battle action. Miscalculation could result in death and defeat. The leader must possess the character to maintain an objective mission focus and allocate his resources strictly on the basis of mission requirements while avoiding considerations of personality, friendship, and career advancement.

Vision- The leadership functions previously discussed have been viewed in terms of a process which appears essentially the same under combat and noncombat conditions. Vision is different. Clearly, every leader must possess a vision of his organization in terms of direction and focus, but it is not a process. Vision is related to creative intelligence; it is related to the yogi as opposed to the commissar discussed earlier. From a noncombat perspective, a leader's vision provides him with special insight relative to the internal workings of his unit, but more importantly, it provides his direction or focus. Knowing exactly where he intends to take his organization provides the leader with a single theme for his entire organization to develop around. Leaders with vision seem to see things that others miss or fail to perceive. Every great organization seems to have a leader with significant vision in its foundation.

In combat, vision takes on a special significance. History is replete with examples of leaders who saw possibilities and opportunities others missed and capitalized on them. Napoleon's term, Coup d'Etat, personifies the concept. As a leader plans his combat operation, the depth and quality of his vision could clearly mean the difference between victory and defeat. Courage and character are integral to the concept of vision. Once the azimuth is identified, the leader must possess the courage to place his ship on the correct course and the character to keep it there.

Having viewed leadership from the standpoint of both environments, there doesn't seem to be a significant difference in the leader's execution of his essential functions. Under combat conditions execution is far more difficult and the consequences of failure are far greater, but the process is essentially the same. The intriguing aspect of the leadership function is the notion of vision. It's not a process, it cannot be quantified, it's more art than science, and it may be the most significant determinant of success. The common thread running through both combat and noncombat leadership is the critical combination of courage and character. They represent the heart and soul of the leader.

CHAPTER V

CONCLUSION

In the final analysis, it's the end effect not the process that is important. The real leader possesses the ability to capture the hearts, imagination, and drive of his followers and to focus their collective energies on the common goal. We can argue, ad nauseam, the differences between the practice of combat and noncombat leadership but, when the smoke clears, it's still the product that counts - the creative and effective leader leading devoted followers to new levels of accomplishment. Maybe the question is not one of combat versus noncombat leadership, but of the leader's qualities. Maybe our focus should be on the inherent qualities of the leader - on the sum of his myriad experiences, on his psychological make-up, on courage and character, on genetics. Is it possible, after all, that the leader is more born than made? Is it possible that a special combination of yogi, commissar, intuition, drive, and magic determine the leader? The problem with most leadership discussions and analysis is a failure to focus on the dual nature of leadership. The effectiveness of the leader must not be measured by how well he motivates his followers or how well he focuses on the mission but on a combination of the Coup d'oeil Napoleon spoke of and of the super motivator who can capture the hearts and imaginations of his followers.

Without an abundance of each characteristic, the leader will simply not be truly effective.

The bottom line is that leadership is leadership whether combat or noncombat. Granted, in a combat environment, approaches and techniques may change as the leader adapts to greater levels of friction and uncertainty, but the duality of leadership must be present if success is to be had. That special combination of art and science which is the essence of real leadership is indispensable. The real difference between combat and noncombat leadership is in the importance of the key ingredients. In both environments, the human factors aspect is essential, but, as one moves toward the realm of combat, the art ingredient assumes greater importance. Without that special sense, that gift of insight and vision, corporations may fold in peacetime but in war, all is lost. Therein lies the difference; that key component only God can provide.

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